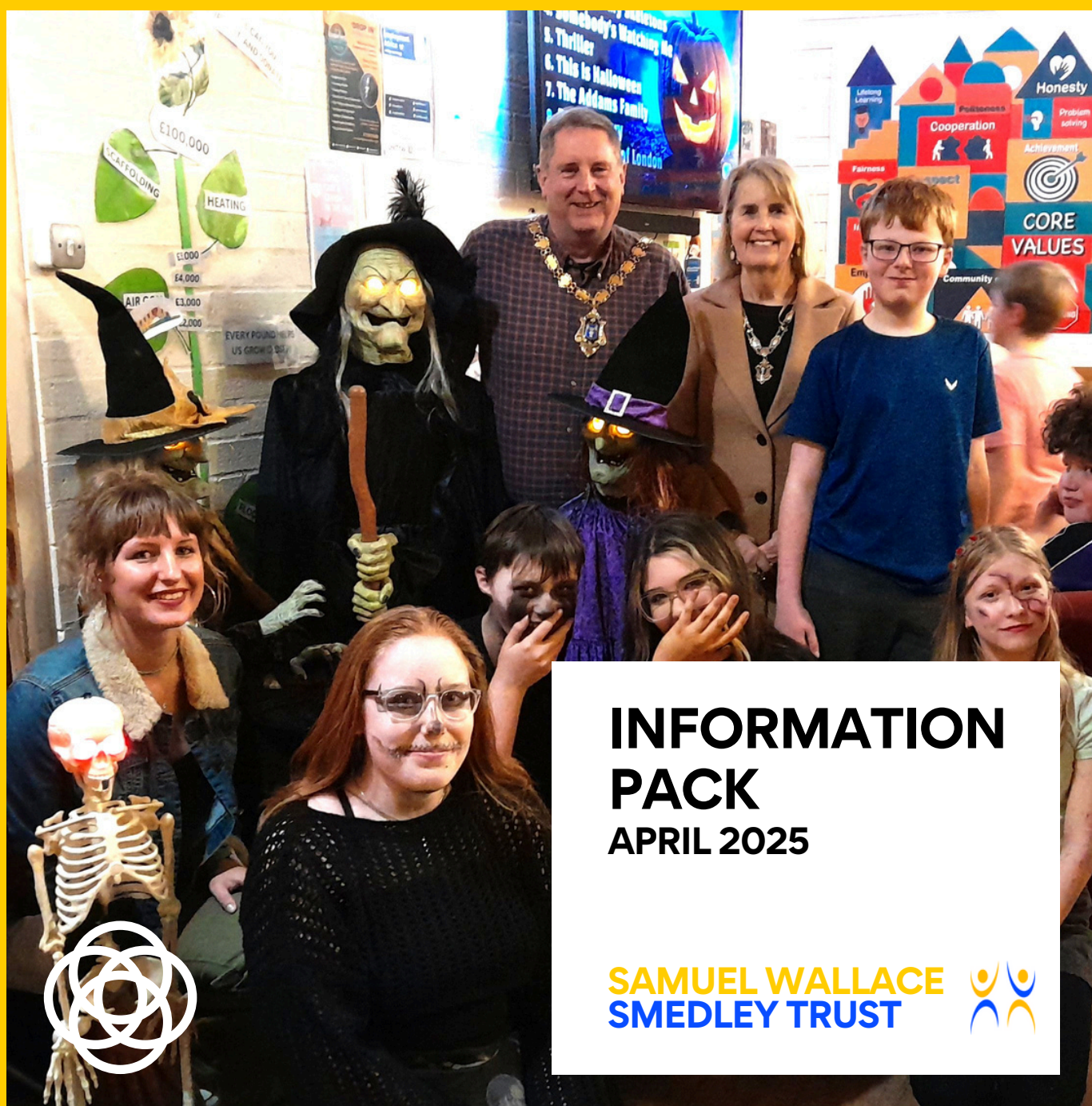


# CHIEF OPERATING OFFICER



**INFORMATION  
PACK**  
APRIL 2025

**SAMUEL WALLACE  
SMEDLEY TRUST**



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# LETTER FROM THE CHAIR



**MARK  
HUTCHINSON**

Chair of Board of Trustees

Thank you for your interest in this new post of Chief Operating Officer of the Samuel Wallace Smedley Trust. As you make your way through this information pack, you will soon see that, for staff and trustees alike, this is an exciting time in the life of the Trust.

Our aim is to uplift, empower and serve the people of Evesham and the surrounds. To these ends, we need to:

- Modernise and develop the scope of Wallace House Community Centre as a welcoming, supportive and safe community hub where everyone can access the resources they need.

- Ensure that our property, finances, and people are sustainably developed so that the community centre continues to thrive for generations to come.

We are looking for the right person to be the Trust's first Chief Operating Officer - someone who will not only manage but also lead, encourage, support, inspire and maintain vision and focus. Could this be you?

Read on and see. If you think you're the person we're looking for, please apply.

*Mark Hutchinson*



# BACKGROUND

The Samuel Wallace Smedley Trust (SWST) is a charity based solely in Evesham, Worcestershire, where it has seven town-centre properties. By far the largest is Wallace House Community Centre which is host to over 200 associations, clubs and services meeting at various frequencies between weekly and quarterly. The other six properties provide funding for its upkeep and purposes by being let to local businesses.

In June 1946, Samuel Wallace Smedley gave properties and money to be held in trust by “the Mayor, Aldermen and Burgesses of the Borough of Evesham” for the provision of a purpose-built centre for the educational, sporting and leisure needs of the people of Evesham, and the provision of the other properties to let. This was registered with the Charity Commissioners in April 1947.

In July 1990, Evesham Town Council (ETC) was registered as the Trustee of SWST and, in March 2022, the trusteeship was officially transferred to an independent board of trustees, with the proviso that one of its number be nominated by ETC from among its elected members. In November 2024, in order to provide the trustees with limited liability and to give greater access to grant funding, the Trust became a Charitable Incorporated Organisation (CIO).

The Trust employs for Wallace House Community Centre a manager, assistant manager, caretaker and cleaners and, for the other properties, the services of a property agent. The work of the Trust also includes the You Turn Centre - a support centre for young people aged 8 to 25 years with an emphasis on health and well-being and specialising in supporting those who are struggling with education, anxiety and low level mental health issues. You Turn is highly successful, well funded and well staffed project which, with the support of the Trust, is working towards becoming an independent charity.

However, there is considerable developmental and financial management which goes far beyond that of the Centre manager and the property agent, and which, to date, has been dealt with by the trustees. A great deal has been achieved in the last three years and the Trust is in a position to employ an overall manager – a Chief Operating Officer to develop a business plan aligned with the Trust’s vision, and to oversee the delivery and outcomes of the plan, focusing on community engagement and service, property management, finance, governance and staffing.

# ROLE DESCRIPTION

CHIEF OPERATING OFFICER

TWO YEAR FIXED TERM WITH THE POTENTIAL FOR RENEWAL

PART TIME – 28HRS A WEEK / £55,000 PRO RATA

## STRATEGIC LEADERSHIP & BUSINESS PLANNING

- \* Develop and implement a five-year strategic business plan aligned with the Trust's vision.
- \* Future-proof the organisation by ensuring the necessary staffing, volunteer capacity and infrastructure.
- \* Foster a culture of collaboration and participation at all levels.
- \* Oversee the delivery and outcomes of the plan, focusing on property management, finance, governance, staffing and community engagement.
- \* Establish robust monitoring, reporting, and evaluation frameworks, including clear KPIs.

## OPERATIONAL & PEOPLE MANAGEMENT

- \* Manage and support the Centre Manager, and staff at Wallace House Community Centre.
- \* Develop and implement key policies in collaboration with trustees.
- \* Oversee and support the Project Manager and team at You Turn as it transitions into an independent charity.

## FINANCIAL & FUNDRAISING LEADERSHIP

- \* Establish systematic budget management and financial processes.
- \* Develop and lead a fundraising strategy, securing grants and managing reporting.
- \* Ensure annual accounts are completed and filed on time

## PROPERTY & ASSET MANAGEMENT

- \* Oversee lease management and tenant relationships.
- \* Lead lease negotiations and report to trustees.
- \* Develop a strategy and masterplan for property assets, ensuring alignment with the Trust's aims.
- \* Manage contractors and developers within trustee-approved building projects.

# GOVERNANCE & COMPLIANCE

- \* Ensure high standards of governance and accountability, supporting trustees in their duties.
- \* Developing and embedding a structured risk management framework.
- \* Lead on compliance and reporting, including Charity Commission requirements.

# COMMUNICATIONS & STAKEHOLDER ENGAGEMENT

- \* Oversee the development of a communications strategy to broaden audience engagement.
- \* Ensure charity communications are impactful, consistent and compelling.
- \* Build on and develop our strong strategic partnerships and networks.



## LOCATION

This is a hybrid role based at Wallace House Community Centre in Evesham with flexible/home working. There will be occasional weekend and evening work required as well as attendance at Trustee meetings.

## ADDITIONAL INFORMATION

This is a two-year fixed-term post, with quarterly reviews to track progress and long-term sustainability. Renewal will be subject to funding and business planning.

We are committed to creating a welcoming, inclusive and diverse working environment, which contributes to wider community cohesion, and encourage applications from people from all backgrounds and experiences.

# HOW THE COO WILL DELIVER AGAINST OUR STRATEGIC PRIORITIES

## **Priority 1: Stewardship of Assets – Investing in Our Future**

*Ensuring our property, finances, and people are sustainably developed so that the community centre continues to thrive for generations to come.*

The COO will:

- Lead the development and implementation of the 5-year financial sustainability plan, ensuring income diversification and a robust reserves strategy.
- Oversee the creation and delivery of a property strategy, including a planned preventative maintenance approach.
- Progress the development of the High Street property into affordable social housing, securing necessary funding and approvals.
- Develop a People Strategy, ensuring strong governance, leadership, management, and engagement across trustees, staff and volunteers.

## **Priority 2: Growing Impact – Reaching More People, Changing More Lives**

*Expanding our services, deepening our understanding of community needs and building strong partnerships to create meaningful change.*

The COO will:

- Strengthen and develop partnerships, ensuring strategic alignment and collaborative service delivery.
- Build on stakeholder consultation to enhance service provision.
- Oversee the development of impactful new community programmes.
- Co-ordinate the feasibility study and implementation plan for weekend opening, expanding the Centre's accessibility.

## **Priority 3: Developing Wallace House Community Centre – A Space for Evesham**

*Modernising our facilities, improving accessibility and creating a welcoming environment that meets the evolving needs of our community.*

The COO will:

- Lead the development of a master plan for the long-term improvement and sustainability of the Community Centre.
- Work with trustees and stakeholders to create flexible, welcoming and multi-purpose spaces that respond to evolving community needs.
- Oversee any major refurbishment projects, ensuring modernisation, accessibility improvements and energy efficiency measures are embedded.

## **Priority 4: Strengthening Operations – Building Capacity for the Future**

*Enhancing our day-to-day management, marketing, communications and fundraising capacity to ensure we can deliver on our vision and priorities.*

The COO will:

- Strengthen operational capacity, ensuring effective and efficient day-to-day management of the Centre.
- Develop and oversee a marketing and communications strategy to improve visibility and engagement.
- Support the development of a fundraising strategy, ensuring financial sustainability and support for future growth.
- Advise and support You Turn as it transitions into an Independent Charity.

# PERSON SPECIFICATION



## ESSENTIAL CRITERIA

- Proven leadership experience in a complex organisational setting.
- Strong track record in charity management, governance, and strategic planning.
- Experience in financial management, including budgeting and fundraising.
- Skilled in managing and developing teams, including volunteers.
- Excellent relationship-building skills and ability to engage diverse stakeholders.
- Strong analytical, problem-solving, and organisational skills.
- High emotional intelligence, resilience, and ability to lead through change.



## DESIRABLE CRITERIA

- Experience in community development and asset-based approaches.
- Knowledge of property management and development.



# HOW TO APPLY



Thank you for showing an interest in this exciting new opportunity.

To submit, please visit our [website](#) or contact [Judith@judithknighthr.com](mailto:Judith@judithknighthr.com) to obtain an application form.

Forms should be fully completed and submitted to [Judith@judithknighthr.com](mailto:Judith@judithknighthr.com).

CVs will not be accepted.

- **Application deadline 16th May**
- **Interviews 30th May**